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Progress on the implementation of the organizational resilience management system and on the implementation of the recommendations from the after-action review of storm Sandy

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the reports of the Secretary-General on progress on the implementation of the organizational resilience management system (A/68/715) and progress in the implementation of the recommendations from the after-action review of storm Sandy (A/68/732). During its consideration of the reports, the Committee met with representatives of the Secretary-General, who provided additional information and clarifications, concluding with written responses received on 24 February 2014.

II. Progress on the implementation of the organizational resilience management system

2. The report of the Secretary-General was submitted in response to General Assembly resolution 67/254 A, in which the Assembly requested the Secretary-General to submit for consideration at the first part of its resumed sixty-eighth session a progress report on the implementation of the organizational resilience management system, including information on the steps taken to expand the system to include the specialized agencies, funds and programmes, detailed accounting of the full cost of the initiative and comprehensive information on the work of the after-action review on storm Sandy and actions taken to address the shortcomings identified.

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3. Background is provided in paragraphs 1 to 7 of the report of the Secretary-General (see also A/67/266). The main objective of the organizational resilience management system is the establishment of a comprehensive approach to emergency management, ranging from preparation to response and recovery. The system is based on the adoption of common policies and procedures, governance and activation mechanisms across the Secretariat. Prior to the implementation of the system, emergency management efforts at the Secretariat comprised separate planning initiatives led by different departments. The establishment of an integrated framework and harmonized approach to emergency management is intended to improve the management of operational risks and decision-making during crises and enhance preparedness, prevention, response and recovery. The organizational resilience management system framework comprises five steps, as follows: (a) development of an organizational resilience management system policy; (b) planning, which includes assessment of risks and impact and establishment of measurable objectives and targets of the organizational resilience management system; (c) implementation, (d) comprehensive evaluation of the system and its effectiveness through after-action reports; and (e) management review at regular intervals in order to determine areas that require improvement and revision.

4. In his report, the Secretary-General provides information on his vision for the system (sect. II), progress in implementation (sect. III), the next steps in implementation (sect. IV) and the costs of the initiative (sect. V).

A. Comments and recommendations

Progress in the implementation of the initiative

5. The Secretary-General reports that the organizational resilience management system has been fully implemented at Headquarters, including: (a) approval of the organizational resilience management system policy; (b) adoption of a joint risk management framework of operational risks that could disrupt operations in New York; (c) development of an integrated emergency response and recovery plan; and (d) strengthening and validation of common structures to govern, implement and maintain the emergency management programme. The Secretary-General further reports that recommendations emanating from the after-action review of the storm have been incorporated into the organizational resilience management system framework, in particular those regarding the need to review existing risk assessment mechanisms. The Secretary-General indicates that following the implementation of the system at Headquarters, the focus of implementation will shift to other United Nations duty stations and entities in the next implementation phase.

6. **The Advisory Committee welcomes the progress achieved thus far and looks forward to receiving information on the implementation of the next phases of the organizational resilience management system. The Committee trusts that appropriate mechanisms are in place: (a) to evaluate the effectiveness of the system during emergency events and to determine whether it functions correctly and offers the degree of protection expected; and (b) to analyse and incorporate any lessons learned into areas that might require improvement.**

Governance

7. Details on the governance mechanisms for the organizational resilience management system at Headquarters, including an organization chart, were provided in the previous report of the Secretary-General (see A/67/266, paras. 43-47 and figure III). The Advisory Committee recalls that the senior emergency policy team, chaired by the Chef de Cabinet and composed of the senior leadership of most Secretariat departments, as well as high-level representatives from agencies, funds and programmes based in New York, is responsible for emergency management policy decisions in the Secretariat (see A/66/516, para. 12). The team is supported in its responsibilities in the area of emergency management by the Business Continuity Management Unit of the Department of Management. A working group, consisting of representatives of the Department of Management, the Department of Safety and Security, the Department of Peacekeeping Operations, the Department of Field Support, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Development Programme, was established and given the responsibility for developing a pilot for the implementation of the system at Headquarters.

8. The Crisis Operations Group also has a role in the organizational resilience management system. As indicated in the previous report of the Secretary-General (see A/67/266, para. 44), the Group is responsible at Headquarters for decision-making in crises and the implementation of decisions in accordance with the policy directives of the senior emergency policy team. The Group is chaired by the Under-Secretary-General for Safety and Security and comprises personnel from key administrative and support functions at Headquarters, including representatives from the specialized agencies, funds and programmes based in New York. The Crisis Operations Group is supported by the Crisis Management Support Unit of the Department of Safety and Security.

9. In paragraph 12 of his report, the Secretary-General indicates that the Under-Secretary-General for Management has been designated as the project owner for the organizational resilience management system, and that the Under-Secretaries-General for Peacekeeping Operations, Political Affairs and Field Support are responsible for the implementation of the system in United Nations peacekeeping field operations, special political missions and logistics facilities, respectively.

10. **The Advisory Committee is of the view that the governance arrangements of the organizational resilience management system initiative appear to be satisfactory and that they will support the effective coordination of emergency preparedness and management activities.**

Performance indicators

11. With regard to the performance indicators to be used to measure the impact of the organizational resilience management system, the Advisory Committee recalls that, at the time of its consideration of the previous report of the Secretary-General, it was provided with a maturity model that would be used to measure implementation at the macrolevel and a draft set of indicators to assess the achievement of operational components at the microlevel (see A/67/608, table 1 and annex). The Committee expressed its expectation that the Secretary-General would provide an assessment of the effectiveness of implementation of the organizational resilience management system measured against those performance indicators (ibid.,

para. 21). The Secretary-General indicates that the above-mentioned performance indicators will be developed in 2014, in collaboration with the offices away from Headquarters, regional commissions and field missions of the Department of Peacekeeping Operations and the Department of Political Affairs, for presentation to the senior emergency policy team for approval at its meeting in June 2014. **The Committee trusts that a performance management framework for assessing the effectiveness of the organizational resilience management system will be approved and operationalized as soon as possible.**

United Nations Operations and Crisis Centre

12. Information on the United Nations Operations and Crisis Centre is provided in paragraphs 18 to 20 of the report of the Secretary-General. As indicated, the Centre is located in New York and became operational in January 2013. The Centre, which is intended to coordinate complementary support mechanisms for United Nations Headquarters and field crisis management, comprises staff from the Departments of Peacekeeping Operations, Safety and Security, Political Affairs and Management, as well as from the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme.

13. The Advisory Committee was informed that the Centre draws upon resources from across the United Nations system. Initial infrastructure and technology costs were covered by the capital master plan and stakeholder departments, as well as voluntary contributions from Member States. The Centre is staffed by personnel from stakeholder departments and is co-located with the Situation Centre of the Departments of Peacekeeping Operations and Field Support and the Communications Centre of the Department of Safety and Security. The Chief and the Head of the Operations Room of the Situation Centre have been given the additional responsibilities of Director of the Operations and Crisis Centre and the Head of Watch Room, respectively, to provide the leadership of the Centre.

14. Upon enquiry, the Advisory Committee was provided with additional information on some of the activities of the Crisis Centre during its first year of operations, from 28 January 2013 to 6 February 2014, showing that the Centre had issued a large number of daily operational reports, provided alerts on numerous evolving situations and supported Headquarters management of several crisis situations.

Costs of the organizational resilience management system initiative

15. The Secretary-General states that the implementation of the organizational resilience management system initiative, which seeks to establish an overarching common emergency risk management framework and to consolidate and harmonize emergency management policies and the processes that support them, draws upon existing resources and capacity within the Secretariat, and also states that the system will continue to be implemented using existing resources (A/68/715, paras. 45 and 48).

16. In paragraph 47 of his report, the Secretary-General provides a list of staff resources, in terms of the number of days per annum, dedicated to the management of the initiative. Upon enquiry as to the changes in the level of staff resources as compared with the previous period (see A/67/608, table 2), the Advisory Committee was informed that they reflected the increased pace of development and implementation in 2013 and the resulting requirement for coordination, in particular:

(a) the Assistant Secretary-General for Central Support Services had assumed chairmanship of the organizational resilience management system Working Group at the end of 2013; (b) the Chief of the Business Continuity Management Unit had chaired the Working Group during the development of the policy and the communications and implementation strategies of the system, which required additional time for preparation and coordination; (c) the Director of the Medical Services Division had joined the Working Group; (d) the consolidation of business continuity arrangements within peacekeeping operations had allowed increased participation of the Organizational Resilience Officer of the Department of Peacekeeping Operations in the system-wide organizational resilience management system process, including the development of policy to support related field activities; and (e) the Office of Information and Communications Technology had become closely involved in the organizational resilience management system Working Group and the development of the information technology disaster recovery plan for United Nations Headquarters.

17. In its resolution 67/254 A, the General Assembly requested the Secretary-General to provide a detailed accounting of the full cost of the initiative in the context of the next progress report (see also A/67/608, para. 23). **The Advisory Committee notes that the report of the Secretary-General does not consolidate such details, which are included under the individual budgets of various offices and departments involved in the organizational resilience management system initiative and present a fragmented picture of the overall cost of emergency management and emergency preparedness activities.**

18. The Advisory Committee was informed that the establishment of a precise and detailed costing of the initiative presented some practical difficulties given the nature of the organizational resilience management system as a complex, multifaceted structural arrangement that is embedded in the day-to-day operations of the United Nations. Some parts of the system, including emergency management elements, were readily identifiable whereas others, such as safety and security, that are an integral part of the core programme activities mandated by the General Assembly but that are leveraged by the system, were less clear cut. Consequently, the resources required to support organizational resilience comprised direct as well as indirect costs. While noting that it might not be possible to identify all indirect costs, the Committee requested further information on the costs of the elements of emergency management activities. The information requested could not be provided in time for the issuance of the present report. **The Committee therefore requests the Secretary-General to provide information on the costs of the elements of emergency management activities to the General Assembly at the time of its consideration of the present report.**

19. **The Advisory Committee welcomes the efforts made to implement the organizational resilience management system at Headquarters by drawing on existing resources and capacity within the Secretariat (see A/68/715, paras. 45 and 48). The Committee emphasizes the importance of tracking the resources dedicated for this purpose in various departments and offices and of providing the General Assembly with a consolidated view of the actual overall costs of the initiative, as well as the costs related to emergency management and emergency preparedness activities. Such costs include, for instance, staff resources dedicated to the implementation of the organizational resilience management system initiative as well as the costs related to emergency management and**

preparedness, disaster recovery and business continuity as well as the establishment and operations of the United Nations Operations and Crisis Centre and the emergency operations centre (see also para. 46 below). Therefore, taking into account the ongoing nature of these activities, the Committee recommends that the Assembly request the Secretary-General to provide henceforth in the proposed programme budget a consolidated presentation of the full cost, under all sources of funding, of the organizational resilience management system and of emergency management and emergency preparedness activities.

Training

20. Information on Emergency Preparedness and Support Team training programmes is provided in paragraphs 33 to 40 of the report of the Secretary-General. He indicates that the Team has developed a suite of training modules for staff and family support, which have been delivered at Headquarters, all offices away from Headquarters and the regional commissions to establish a pool of staff volunteers to serve as first-tier responders and to support families during and after crises. In addition, a dedicated train-the-trainer programme was conducted in Entebbe, Uganda, in September 2013, for human resources, administrative and psychosocial professionals from six field operations, and a further series of such programmes is scheduled for 2014 for the remaining field operations and the specialized agencies, funds and programmes. In addition to existing training programmes offered by the Department of Safety and Security and the Department of Management, consultations are under way with the United Nations System Staff College to develop a pilot modular training curriculum that aims to enhance the knowledge and skills of United Nations staff to coordinate emergency preparedness, response and recovery. **The Advisory Committee welcomes the progress made in developing and delivering training programmes to enhance emergency preparedness, response and recovery across the Secretariat.**

21. The Advisory Committee was informed that the Secretariat coordinates its activities with host country authorities in the area of emergency management and training. **The Committee emphasizes the importance of such coordination with host countries.**

B. Conclusion and recommendations

22. The action requested of the General Assembly is set out in paragraph 49 of his report. **The Advisory Committee recommends that, subject to its foregoing observations and recommendations, the General Assembly take note of the report of the Secretary-General.**

III. Progress in the implementation of the recommendations from the after-action review of storm Sandy

23. The report of the Secretary-General is submitted in response to General Assembly resolution 67/254 A, in which the Assembly requested the Secretary-General to submit, for consideration at the first part of its resumed sixty-eighth session, comprehensive information on the work of the after-action review of the

storm, including the actions taken to address the shortcomings identified, in order to reduce the vulnerability of United Nations Headquarters to future flooding and other emergencies. The Assembly also requested the Secretary-General to closely monitor the insurance market, including all means of risk mitigation, with a view to securing adequate coverage at a reasonable cost for all United Nations installations exposed to natural hazards and emergencies and to report thereon at the first part of its resumed sixty-eighth session. The General Assembly further noted the intention of the Secretary-General to submit the vast majority of the insurance claims relating to the storm by 31 December 2013, and requested him to ensure the timely submission of all insurance claims in order to expedite reimbursement and to report on the status of reimbursement and the insurance claims process in the context of the second performance report on the programme budget for the biennium 2012-2013.

24. The report of the Secretary-General provides information on the steps taken in preparation for the arrival of the storm, the impact of the storm on United Nations Headquarters, the actions taken thus far to address the main recommendations of the after-action review, the status of physical infrastructure remediation and mitigation activities and risk mitigation through the insurance market.

A. Comments and recommendations

Impact of the storm on technology centres and communications at Headquarters

25. Information on the impact of the storm, which occurred on the night of Monday, 29 October 2012, is provided in paragraphs 13 to 15 of the report of the Secretary-General. With regard to information and communications technology, the Secretary-General states that flooding caused extensive damage to plant and equipment located in the third and lower levels of the basement, in particular the chiller plant, operations-related spaces and printing facilities. Following the loss of the cooling systems, the systems in the primary data centre in the second basement of the North Lawn building had to be shut down to prevent irreparable damage to the equipment. The Secretary-General further indicates that there was not enough time to ensure proper failover of systems to the secondary data centre in New Jersey, resulting in an interruption of core information and communications technology services. The Crisis Operations Group decided to return all systems to the primary data centre by noon on Thursday, 1 November.

26. In paragraph 22 of his report, the Secretary-General highlights the challenges posed by the disruption of the Secretariat's information and communications technology systems on communication with staff and Member States during the storm. He indicates that to address those challenges, the Secretariat has created a single emergency information website for staff and Member States, with integrated automated text messaging and e-mail functionality to alert subscribers to emergency alerts. The Secretary-General further indicates that the iSeek and United Nations websites have been made locally resilient so that they will be available even if the primary data centre is lost.

27. The Advisory Committee sought further assurances regarding the resilience of the iSeek and United Nations websites following the actions taken to address the recommendations of the after-action review. The Committee was informed that all measures available to the United Nations Secretariat had been taken to ensure that the websites would be as resilient as possible. Those measures included, for instance,

an upgrade of the iSeek website to a more resilient content management technology, which was ongoing and expected to be completed by the end of June 2014. Furthermore, the websites could be updated remotely through the mobile office service, and the departments and offices responsible for updating the websites had been granted access to the service. The Office of Information and Communications Technology was evaluating the possibility of hosting iSeek and other systems at the enterprise data centres in Brindisi, Italy, and Valencia, Spain, in order to increase their independence from the infrastructure at Headquarters locations.

28. Upon enquiry, the Advisory Committee was informed that the Office of Information and Communications Technology was conducting a global review of the status of disaster recovery within the Secretariat, which involved gathering information on the existing disaster recovery mechanisms as well as the critical business processes and applications of each office and department. On the basis of this review, the Office would establish a global Secretariat-wide information technology disaster recovery plan for the applications with disaster recovery mechanisms in place and an assessment of the applications for which such mechanisms did not yet exist. In addition, the Office was in the process of harmonizing the disaster recovery arrangements for the enterprise data centres in Brindisi and Valencia and those of the Headquarters primary and secondary data centres.

29. The table following paragraph 25 of the report of the Secretary-General shows that 4 of the 25 recommendations emanating from the after-action review relate to pillar 2, Information and communications technology, as follows: (a) failover of all critical systems in case of a shutdown of the emergency primary data centre should be automatic; (b) a clear and consistent methodology to identify systems designated as critical should be implemented; (c) the Citrix mobile office system should be fully backed up by the secondary data centre; and (d) a communications plan to provide users with information about systems availability during crisis periods should be established. The table also provides an update on the actions taken thus far to address these recommendations.

30. **The Advisory Committee recommends that the General Assembly request the Secretary-General to complete the implementation of the recommendations emanating from the after-action review, to finalize the above-mentioned global information technology disaster recovery plan and assessment and to comprehensively address the weaknesses identified in the area of business continuity during the storm. The Committee emphasizes in particular the importance of ensuring full resilience of the systems required to reach and keep Member States and staff informed during emergencies. It also emphasizes the importance of ensuring that the information technology infrastructure, business continuity and disaster recovery arrangements put into place are sufficiently robust and effective to ensure the continuation or restarting of operations in the event of a disruption.**

31. **The Advisory Committee further recommends that the General Assembly request the Secretary-General to report on progress made in his report on the revised information and communications technology strategy to be submitted for consideration by the Assembly no later than at its sixty-ninth session, as requested by the Assembly in its resolution 67/254 A. The Committee will**

comment further on arrangements for disaster recovery with respect to information technology in the context of its consideration of that report.

Status of physical infrastructure remediation and mitigation activities

32. The Secretary-General provides information on the status of physical infrastructure remediation and mitigation activities in paragraphs 26 to 39 of his report. In paragraphs 19 and 20, he also provides an update on progress in the implementation of the recommendations from the after-action review of the storm regarding physical infrastructure. The Secretary-General states that the focus of physical infrastructure improvements has been remediation against future extreme weather events that could present a similar risk, including updating of extreme weather plans as well as reinforcement of business continuity arrangements for collaborating with Member States, prioritizing the availability of meeting services and examining standby arrangements for the use of equipment, facilities and services in the aftermath of an extreme weather event.

Status of remediation activities

33. The Advisory Committee recalls that two complementary insurance policies were in effect in October 2012 when the storm affected Headquarters and the surrounding region: a global property insurance policy for buildings managed by the Facilities Management Service (i.e., those not related to the capital master plan) and the builders' risk insurance policy, which covered buildings and building materials under construction during the capital master plan. In its resolution 67/254 A, the General Assembly noted that the cost of the remediation work was expected to be reimbursed under the terms of the insurance policies held by the United Nations up to an estimated amount of $137,851,400 and authorized the Secretary-General to enter into commitments in the biennium 2012-2013 of up to $131,421,300 to enable remediation work.

34. The Secretary-General indicates that by January 2014, the Organization had recovered $64,169,000 in costs incurred for work relating to the storm and anticipated further recoveries, including up to $12 million in the subsequent month. In view of the insurance reimbursements received to date, the Secretary-General states that he does not require further authority to enter into commitments beyond the $62,140,000 utilized in 2013 and that for 2014, the Organization can finance the remaining recoverable work from the moneys that it has already received under its insurance programme.

35. The Secretary-General further indicates that the Department of Management is using existing contracts awarded by the United Nations through a competitive bidding process to undertake the post-storm remediation and mitigation work, using the network and established contract amendment mechanisms of the construction manager of the capital master plan project. For instance, all change orders for the chiller plant repairs and other repairs relating to the storm are being submitted by vendors that have already been selected through the competitive process and for which a new selection process is therefore not required. The Advisory Committee notes that all change orders for post-storm work have been reviewed by the Headquarters Committee on Contracts.

36. Information on the overall scope of the remedial work was provided in paragraphs 11 to 13 of the previous report of the Secretary-General (A/67/748).

With regard to the status of the remedial work, in his current report the Secretary-General indicates that he expects the work that has already been contracted to be completed by May 2014. The remediation works that are planned but that are not yet under contract are listed in paragraph 39 of the report of the Secretary-General. Upon enquiry, the Advisory Committee was informed that those projects included ongoing construction work to be carried out under contracts administered by the capital master plan project and for which contract amendments had not yet been signed. With regard to the remedial work carried out by the Facilities Management Service of the Office of Central Support Services, a contract with the general contractor had been signed on 10 February 2014 for work to be undertaken in the third basement, which commenced in February, in areas with office-type accommodation. The contract was expected to be further amended in the upcoming period to cover remaining work in the printing area of the third basement of the North Lawn Building.

37. **The Advisory Committee notes the Secretary-General's statement that he does not require further authority to enter into commitments beyond the amount utilized in 2013. The Committee recommends that the General Assembly request the Secretary-General to provide, in the context of the first performance report for the biennium 2014-2015, comprehensive information on the remedial work undertaken, as well as a detailed accounting of the related expenditures and insurance recoveries.**

Status of mitigation activities

38. In paragraphs 19 and 20 of his previous report (A/67/748), the Secretary-General indicated that it was recommended in the after-action review that a number of mitigation measures be taken during the recovery process to reduce the vulnerability of Headquarters to future flooding events (see also A/67/789, paras. 16-20). The mitigation measures and related costs, which were not covered by the United Nations insurance programmes, are summarized in the table below.

(United States dollars)

(a)	Waterproofing of critical electrical rooms in the third basement	1 079 100
(b)	Relocation of the electrical rooms from the fourth and fifth basements	3 537 200
(c)	Relocation of the manual and automatic fire pumps to the second basement	1 447 100
Total		**6 063 400**

39. Upon enquiry, the Advisory Committee was provided with additional information regarding the status of implementation of those activities as follows: (a) the waterproofing of the critical electrical rooms in the third basement had started and was expected to be completed by April 2014; (b) contracts had been entered into for the work related to the relocation of the electrical equipment from the fourth and fifth basements and the major relocation work commenced in late February, by which time waterproofing of the electrical rooms had progressed sufficiently; and (c) the fire pumps had been relocated to the second basement and were operational, but some minor work and testing remained outstanding.

40. The Advisory Committee recalls that in its resolution 67/254 A, the General Assembly authorized the Secretary-General to enter into commitments in the

biennium 2012-2013 of up to $6,063,400 under section 34, Construction, alteration, improvement and major maintenance, of the programme budget, for mitigation work, and encouraged all efforts to minimize costs. In his second performance report for the biennium 2012-2013 (A/68/628), the Secretary-General reported that, as at 31 October 2013, actual expenditure for design and construction work relating to the implementation of mitigating measures amounted to $2,982,600 and that the balance of $3,080,800 was expected to be fully utilized by the end of 2013. Upon enquiry, the Committee was informed that a total amount of $6,063,210 had effectively been committed or disbursed by the end of 2013. It was provided with the following table showing an analysis of the expenditure incurred in the biennium 2012-2013 for storm mitigation measures.

(United States dollars)

Office of the Capital Master Plan	
Disbursements	1 417 893
Obligations	3 812 344
Subtotal	**5 230 237**
Office of Central Support Services, Department of Management	
Disbursements	71 659
Obligations	761 314
Subtotal	**832 973**
Total	**6 063 210**

41. The Advisory Committee was further informed that total disbursements in respect of completed mitigation work amounted to $1,489,552. Outstanding obligations, or contractual commitments, amounted to $4,573,658 for work contracted in 2013 that had been completed but for which disbursements were pending completion of quality and billing checks and work that had yet to be completed. The mitigation work currently under way was expected to be completed in early 2014.

42. **The Advisory Committee welcomes the progress made towards the completion of these physical infrastructure mitigation activities.**

Emergency operations centre

43. The actions taken or envisaged to address after-action review recommendations in the area of communications are outlined in paragraphs 21 to 23 of the report of the Secretary-General. He indicates that the crisis communications mechanism and the timeliness of messages will be enhanced through the establishment of an emergency operations centre to support the Crisis Operations Group during emergencies.

44. Upon enquiry, the Advisory Committee was provided with additional information on the role and organization of the emergency operations centre, which can be summarized as follows:

(a) The emergency operations centre was established to coordinate information and resources in support of the Crisis Operations Group in times of crisis or emergency at United Nations Headquarters. The objectives of the centre are to facilitate extended crisis operations, improve business continuity, provide ready access to relevant information, simplify information analysis and verification and promote effective resource management. During crisis events, the emergency operations centre provides a single location for emergency managers to meet, make decisions and coordinate action;

(b) The emergency operations centre comprises four components, as follows: a facility, located in the North Lawn Building, which is maintained in a state of readiness by the Crisis Management Support Unit of the Department of Safety and Security; equipment, including six desktop computers, six printers, six telephones and a videoconference monitor and camera; staff, provided from within the existing resources of the participating Secretariat departments as well as other United Nations entities, working on shifts; and standard operating procedures;

(c) The core functions of the emergency operations centre include information collection and analysis; coordination of information flow and allocation of resources; prioritization of incidents and critical resources based on agreed policies and procedures, as well as resolution of conflicts between policies and priorities; and facilitation of consistent communications among all United Nations system entities, Member State missions, staff and host country authorities;

(d) The emergency operations centre is activated by the Chair of the Crisis Operations Group based on a threat and situation analysis.

The Advisory Committee was also provided with an organization chart of the structure of the centre (see annex).

45. The Advisory Committee requested further information on the costs related to the establishment and operations of the emergency operations centre, but the information could not be provided in time for the issuance of the present report. The Committee therefore requests the Secretary-General to provide that information to the General Assembly at the time of its consideration of the present report.

46. **As indicated in paragraph 19 above, the Advisory Committee considers it important to establish estimates of the actual overall costs related to emergency management activities. The Committee therefore recommends that the General Assembly request the Secretary-General to include the costs of the establishment and operations of the emergency operations centre in the consolidated presentation requested in paragraph 19 above.**

Flood insurance coverage

47. The Advisory Committee requested additional information regarding the efforts made to address the specific request made by the General Assembly in paragraph 17 of section IV of its resolution 67/254 A, namely that the Secretary-General closely monitor the insurance market, including all means of risk mitigation, with a view to securing adequate coverage at a reasonable cost for all United Nations installations exposed to natural hazards and emergencies. The Committee was informed that, as indicated in the previous report of the Secretary-General, the United Nations was able to purchase $10 million over the standard $10 million sublimit, bringing total insurance coverage for flood damage to $20 million.

However, despite sustained efforts made at different periods during the year, including discussions with current as well as other insurers, the United Nations was not able to secure additional coverage at a reasonable cost. The acquisition of adequate flood damage coverage in the New York area remained problematic, given that insurers continued to concentrate on reducing their flood liability exposure through the use of higher deductibles or lower coverage limits. The Committee was informed that additional coverage might become available in the future as storm-related claims were closed and insurers regained the capacity and the appetite to underwrite flood risks.

48. **The Advisory Committee recommends that the General Assembly request the Secretary-General to continue to closely monitor the insurance market with a view to securing adequate coverage at a reasonable cost for all United Nations installations.**

B. Conclusion and recommendations

49. The action requested of the General Assembly is set out in paragraph 52 of his report. **The Advisory Committee recommends that, subject to its observations and recommendations in the present report, the General Assembly take note of the report of the Secretary-General.**

Annex

Structure of the emergency operations centre at United Nations Headquarters